

DDA SUBJECT FILE COPY

ROUTING AND RECORD SHEET



SUBJECT: (Optional)

FROM:

William F. Donnelly
Deputy Director for Administration

EXTENSION

NO.

DATE

1 May 1987

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TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Acting Director of
Central Intelligence

1 W copy

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3.

DDA

1 MAY 1987

William F. Donnelly
The

Bob:

I think the first four paragraphs of the enclosed document are well worth reading. It will give you a feel for the extensive activities of the Office of Logistics.

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William F. Donnelly

ILLEGIB

SECRET

30 MAR 1987

MEMORANDUM FOR: Deputy Director for Administration
Associate Deputy Director for Administration

FROM: John M. Ray
Director of Logistics

SUBJECT: Status Report on the Director of Logistics' Action
Plan 1986/1988

REFERENCE: Memo for DDA and ADDA, dated 29 July 1986,
Subject: The Director of Logistics' Action
Plan--1986/1988

1. Reference memorandum (attached for your convenience) outlined an action plan for the Office of Logistics (OL) to cover the period 1986-1988. This is the first progress report concerning that plan. Beyond the activities addressed in this paper, OL has persisted in providing a high level of "routine" logistics services in the areas of supply, procurement, facilities management, and engineering/real estate as well as printing and photography.

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1986/1983

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c. The most frustrating lack of progress during this period has been in the area of consolidation of Agency holdings. As you are aware, the delay in Congressional approval of Reston is causing havoc with our scheduling and plans across the board. The gradual increase in space requirements of most Agency components is eroding the space decisions made by the ExCom last June. Further, [redacted] [redacted] will have to be evacuated sooner than expected. And we cannot seem to get a firm handle on the precise location of the separate processing center--too many hands in the soup!

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All of the space issues have a serious adverse impact on our move into the Headquarters Compound, all decisions relating to external buildings, the backfill effort, and indeed who is ultimately going into the New Building. To resolve all of these unsettling issues and to put our space planning back on firm ground, taking the new realities into consideration, I have established a Space Task Force within OL headed by [redacted]. Within the next two months, this group will be working on an updated space allocation plan for your concurrence.

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d. While we have some snags from time to time relating to the New Building construction project, they are, in my view, no more serious than those encountered on any large construction effort. In short, this effort is pretty much on schedule and at cost (and hopefully below).

e. We are beginning to move out smartly with the execution of our Integrated Logistics Support Plan (ILSP). Given the space frustrations outlined above, however, we can

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only go so far. I am pleased with our efforts to date. As we close in on the actual move, we are indeed getting the customers' attention and cooperation. At this point, I do not see any insurmountable problems on the horizon. You have recently heard a detailed briefing on our planning for "Backfill" in the OHB. [] has done an outstanding job; I only hope that senior Agency management can see the wisdom of our recommended course of action.

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4. Our objectives in Group C, although less critical than those discussed above, are nonetheless important.

a. We have had [] provide us with their review of our ADP organization and activities. Their report has been distributed to the OL division chiefs for further review and discussions to be held late this month. This action is being undertaken along with our review of the entire OL organizational structure.

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b. We have now just about briefed the entire world on the implementation of the [] recommendations. Several recommendations have already been implemented (e.g., review of decentralized teams; initiatives toward increased competition, enhanced procurement training, etc.). Now comes the more tedious and difficult part--establishing new teams, increasing delegations to decentralized teams, and reconfiguring Procurement Division).

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c. I think you are pretty much up to speed on CLAS. Our commitment to IOC in October 1988 is firm.

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d. We have simplified the FOCI process. New procedures have been enacted and seem to be working with Chief of the Industrial Security Staff as Chairman of the FOCI Board and with the Directors of Security and Logistics only involved on an exception basis. I've received no negative vibes with the new procedures.

d. We have a long way to go vis-a-vis strengthening our relationships with GSA and the military. Heavy workloads have hampered our efforts, but we will continue to push on this item.

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g. We simply have not made much progress on the reduction and/or elimination of nonessential logistics tasks. I am especially interested in streamlining the way we do our business. Not much positive results that I can report at this time. If we do not get a better focus on this soon, I am seriously thinking about establishing an office-wide task force to pursue this objective.

h. You know where we stand regarding P&PD's expansion. Going back to Hank's tenure, we have to put more effort in moving totally unclassified work in the film duplication area outside of Headquarters. This is being pursued with vigor!

i. Our image program continues at a fair pace, primarily through the visitations by OL senior officers to all Agency components.

5. Our most important goal which exceeds all of the above, is to make the Logistics Career Service the best in the Agency. Toward this end, a substantial amount of time and effort is being expended by the Logistics Career Board and our evaluation panels. Our comprehensive review of training pertaining to Logistics careerists is in its final stages--new courses are being closely

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monitored, and a training catalogue for OL should be published in a matter of weeks. This initiative will require constant attention by our training officer. The OL Mid-Career course has been expanded beyond wage-grade employees--a very successful, worthwhile effort. We have just about finished our individual interviews with all GS-14 and GS-15 officers as the first step toward constructing a realistic succession plan which will be submitted to you in about three months. We have taken advantage of rotational assignments elsewhere in the DA and the Agency; we need more opportunities, especially at the SIS and GS-15 level. We also need to place more mid-level and senior officers in senior schools. A cohesive procurement subcareer service is starting to take shape--we still have a way to go. We have very viable, sustained training programs for Supply, Procurement, etc., and we continue our heavy participation in the CT Program. The Supply Officer and Procurement Officer Intern Programs have been revamped. The Logistics Management Development Program needs more publicity. We are selecting more individuals for full-time academic sponsorship.

With all of the above efforts, we still have some frustrations in cross-training of wage-grade personnel and in communicating our concerns and plans for personnel/career management to all levels of OL. In order to improve these communications efforts, we continue to convey the message orally at every opportunity. We will also develop a written message personalized for each OL employee on the order of the statement of pay and benefits package disseminated annually.

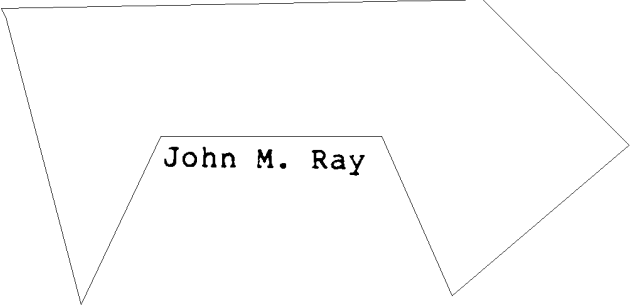
Finally, we have what I believe to be a very effective review procedure for all OL employees who are completing their three-year probationary period.

6. As you are aware, we have begun a major effort in reorganizing OL--to do this right, I need several more months of deliberation before arriving at an organizational structure which will take us through the 1990's. And it will probably take about a year to implement this comprehensive change.

7. In the immediate future, we are embarking on some new initiatives concerning an update of the Agency's space planning; a proposed space requirement validation procedure; and possible real

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estate contract reviews by the Agency Contract Review Board. I am available to discuss any of the above items with you in detail, at your convenience.



John M. Ray

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